

CONFIDENTIAL**MEMORANDUM FOR: Mr. Kirkpatrick****SUBJECT : Results of a Preliminary Survey Made of the
Agency's Correspondence Processing System**

1. A preliminary survey made of the Agency correspondence processing system reveals a number of instances which reflect a duplication of effort, waste of manpower and a general disregard for good management practices.

2. As background information, I would like to mention that the Central Mail Room in the new Headquarters Building receives a total volume of about 7 million pieces of mail a year with the principal sources being the U.S. Post Office Department, interdepartmental courier service, letter drops, and direct liaison with other departments of the Government, foreign embassies, private enterprises, etc. The Central Mail Room employs [] couriers, operates on a 24-hour basis, and makes 8 deliveries daily to some 128 registries, 61 of these are located in Headquarters [] are located in the various Agency buildings of downtown Washington. The Central Mail Room couriers do not effect delivery of mail beyond one of the registries, since that is a responsibility of the registry. As an example of the number of places serviced by these couriers, the USIB material alone is delivered to approximately 28 widely separated receiving points, and it is necessary, on occasion, to assign 4 couriers and 4 vehicles on this run.

3. Listed below are some examples of what I consider mismanagement.

REGISTRIES. The 61 registries located within the new Headquarters Building are the same units which existed in the various temporary buildings downtown before the move to Langley. No effort has been made to reduce their number and size after our consolidated move to the new building. As a result, we have in the new building some 19 separate registries servicing the first floor alone, and this same pattern exists on each and every floor. However, I would like to point out further that these 61 registries here at Langley are only the main service points where mail is delivered from the Central Mail Room. In all of the area divisions of DD/P, there is not only a main registry but all branches within the divisions have registries which are not shown in the total figure of 61. An example of this situation is in the EE Division which has a main registry and smaller registries within the branches. Some of these branch registries consist of one girl in the branch working part time to log and disburse incoming and outgoing documents; in other case, such as the [] the registry consists of 4 or 5 employees working full-time. Attached is a list of the 61 registries in the new building.

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MORI/CDF Pages 1-4

CONFIDENTIAL

COURIERS. The Central Mail Room uses some of its couriers to deliver mail to State Dept, AEC, White House, Pentagon, FBI, etc. There are also couriers operating out of DD/P, O/Security, OCI, as well as out of O/DCI making separate deliveries to these same points, with the result that you have a duplication and a crisscrossing of couriers on deliveries made to downtown Washington.

LOGGING PROCEDURE. There is no mandatory requirement within the Agency for the use of Standard Form 240, Correspondence Receipt and Log Record Document. However, the Central Mail Room requires each of its couriers to use this document when Secret or Confidential material is delivered. (Top Secret material requires separate procedures.) Since the use of this form is not required, it is therefore left to the judgment of other couriers within the Agency to use or not to use this document. This results in an Agency-old practice, particularly within the DD/P area, of the use of bootleg forms (forms which are not Agency approved and are merely devised to suit the needs of a particular office).

POST OFFICE DEPT DELIVERY. The U. S. Post Office Dept. makes 5 deliveries daily to R&S Bldg downtown. There, the mail received from the P. O. Dept is sorted and distributed. Even though the Agency has moved to Langley, it is interesting to note that the P. O. Dept still delivers its mail to R&S Bldg rather than making direct delivery to the new building. This is particularly interesting in view of the fact that 80% of the mail received in R&S is sorted and merely sent on to the Central Mail Room in Langley. The P. O. Dept has deliveries of mail to the Pentagon each day as well as to the post office in McLean, and there would appear to be no great problem in the P. O. Dept revising its schedule for deliveries direct from the city post office downtown to the new building here in Langley.

4. I would like to point out that the Records Management Staff of the DD/S will be conducting a survey very shortly of the courier system within the DD/P. As I understand it, this will be a fairly comprehensive study, and it will probably take several weeks before it is completed.

CONCLUSIONS. The processing of correspondence is a very extensive one and involves not only the efficient operation of the registries, but also the judicious use of couriers. The Central Mail Room, by working 24 hours a day and with its 8 deliveries daily to the various registries within the Agency, is making every effort to see that the mail is promptly collected and distributed. However, it is through the vast network of registries that the processing of correspondence is hindered and needlessly delayed. Some of these registries should be consolidated with other registries or eliminated in toto. In essence, there are too many people engaged in the handling of correspondence throughout the Agency.

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RECOMMENDATIONS. In view of the magnitude of the problem and the need to alleviate this particular situation, it is recommended that Records Management Staff immediately conduct a survey of the Agency's correspondence processing system with emphasis on 1) reduction of a large number of the registries through elimination, consolidation, etc.; 2) centralized control over the use of couriers throughout the Agency; 3) implementation of approved standard procedures for the logging of all correspondence; 4) delivery of mail by the Post Office Dept to the new Headquarters Building, rather than to R&S Building.

[Redacted Signature]

Assistant to the Director

✓ = To be covered by [Redacted] of Agency Courier System Being
made currently by [Redacted]

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See 6/1/62

TRANSMITTAL SLIP		DATE 31 May 1962
TO: Chief, Records Management		
ROOM NO. 604	BUILDING 1016 16th St	
REMARKS:		
<p>Lou:</p> <p>Please look this over and let's</p> <p>discuss.</p>		
<p><i>6/1 - Called [redacted]</i></p> <p><i>6/4 - Talked [redacted] on</i></p> <p><i>telephone + advised him that</i></p> <p><i>our ready to discuss anytime.</i></p> <p><i>also that we are covering 3 of</i></p>		
FROM: EA-DD/S		
ROOM NO. 7D24	BUILDING Hdqts	EXTENSION [redacted]

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FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

GPO : 1957-O-439445

(47)

STAT

6/20/62 [redacted] will see [redacted]
the 4 recommendations in
the [redacted]

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STAT

He will call me when
he is ready to discuss the
attached memorandum for
Mr Kerpatrick from
[redacted]

STAT

6/19/62 [redacted] wants
to see Col. White about this.
I told him [redacted]
should be consulted first

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